

Performance Management

Course Code	21BA3T6HA	Year	II	Semester	I
Course Category	Elective (HR)	Branch	Business Administration	Course Type	Theory
Credits	3	L-T-P	3-0-0	Prerequisites	HRM
Continuous Internal Evaluation	30	Semester End Evaluation	70	Total Marks	100

Course Outcomes

Upon successful completion of the course, the student will be able to:

CO1	Make use of the basic concepts in understanding the course of performance management.	L3
CO2	Identify the tools and techniques of performance management used in the organizations.	L3
CO3	Make use of and compare the various techniques of performance appraisal in the modern-day organization.	L4
CO4	Examine various approaches related to the decision-making abilities involved in the performance management approach.	L4
CO5	Identify the factors of developing performance-oriented culture through team-oriented approach.	L3

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
CO1	3	2	2	-	3	2	-	2	3	-	-	3	3
CO2	3	2	2	-	3	2	-	2	3	-	-	3	3
CO3	3	2	2	-	3	2	-	2	3	-	-	3	3
CO4	3	2	2	-	3	2	-	2	3	-	-	3	3
CO5	3	2	2	-	3	2	-	2	3	-	-	3	3

SYLLABUS

Unit No.	Contents	Mapped CO
I	Introduction: Definition – concerns – scope - Historical developments in performance management - Overview of performance management – Performance Management Cycle - Importance – Linkage of PM to other HR processes – Performance Management vs Performance Appraisal- 7 rules of excellence- 7 sins of HR professionals- Performance Audit.	CO1 CO2
II	Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance-Strategic Planning –Linkages to strategic planning - Barriers to performance planning - Competency Mapping-steps-Methods.	CO1 CO2 CO4
III	Performance Management System: objectives – Functions- Phases of Performance Management System- Types of Performance Management Systems: Competency, Reward, Electronic- HR Challenges -Purpose of	CO1 CO2 CO3 CO4

	Appraising- Appraisal system design-Implementing the Appraisal System-Ethics in Performance Management.	
IV	Performance Monitoring and Counselling: Objectives and Principles of Monitoring- Monitoring Process- Considerations for Performance Monitoring- Supervision, Periodic reviews, Problem solving- Concerns of Performance Monitoring-Engendering Trust-Role Efficiency-Coaching, Counselling and Mentoring- Concepts and Skills-Differences between Coaching, Counselling and Mentoring.	CO1 CO2 CO4
V	Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team-oriented organizations – developing and leading high performing teams.	CO1 CO2 CO5

Case Study Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources	
Text Books:	
<ol style="list-style-type: none"> 1. Prem Chadha (2008), “Performance Management”, Macmillan India, New Delhi. 2. Herman Aguinis (2012), “Performance Management”, 3rd Edition, Pearson Edition, New Delhi. 	
Reference Books:	
<ol style="list-style-type: none"> 1. A.S. Kohli, T. Deb (2008), “Performance Management”, Oxford Higher Education, New Delhi. 2. Michael Armstrong & Angela Baron (2010), “Performance Management”: The New Realities, Jaico Publishing House, New Delhi. 3. T.V. Rao (2003), “Appraising and Developing Managerial Performance”, Excel Books, New Delhi. 4. David Wade and Ronald Ricardo (2002), “Corporate Performance Management”, Butter Heinemann, New Delhi. 5. Dewakar Goel (2009), “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi. 6. A.M. Sarma (2010), “Performance Management Systems” Himalaya Publishing House, New Delhi. 	
e- Resources & other digital material:	
<ol style="list-style-type: none"> 1. https://nptel.ac.in/courses/110/105/110105137/ 2. https://nptel.ac.in/courses/109/105/109105127/ 	